

NASA Leadership Development Framework

DRAFT (dated 06/26/04)

Purpose

This document presents an overall framework and approach for leadership development across the Agency. It outlines definitions for four major leadership roles in the Agency: influence leader, supervisor, manager and senior leader. For each role it defines required training and development experiences as well as those that are elective. It also lays out suggested training and development experience for the individual contributor interested in a leadership career. Training and development experiences are based on the NASA Leadership Model which presents six major Performance Dimensions that contain the competencies, knowledge, skills and abilities necessary for excellence in each leadership role.

NASA Leadership Development Model

NASA's Leadership Development Model was created based on interviews with over 600 NASA leaders in the 2000 timeframe. It was validated by benchmarking from government and industry and from academic research on leadership development. The Model was updated in 2004 to reflect new competencies required for the Agency's leaders including the Agency's vision and mission, Agency values, safety culture, One NASA behaviors and knowledge and skills associated with other initiatives such as the President's Management Agenda. The Model is also aligned to the Office of Personal Management's Executive Qualifications as well as to the NASA selection criteria for managers. The NASA Leadership Model is well known in government and industry and is considered a benchmark itself for Leadership Models. The following table contains the six performance dimension in the NASA Leadership Model and each of the major competencies.

Personal Effectiveness	Discipline Competency	Business Acumen	Managing Information and Knowledge	Working Internationally	Managing People and Organizations
<ul style="list-style-type: none">- Cognitive Skills- Relating to Others- Personal Capabilities and Characteristics	<ul style="list-style-type: none">- Understanding of Discipline- Maintain Credibility of Discipline- Communication Advocacy	<ul style="list-style-type: none">- Culture- Strategy- Business Development- Business Management- Internal/External Awareness- Customer/Stakeholder Partner Relationships	<ul style="list-style-type: none">- Information Technology- Knowledge Management	<ul style="list-style-type: none">- International Policy- Cross-Cultural Relationships- International Partnerships and Alliances	<ul style="list-style-type: none">- Leading/Managing Change- Leading/Managing People- Leading/Managing the Work

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Individual Contributor: An individual serving in an individual contributor role: with or without aspirations of formal leadership. This employee might be a new hire just beginning their professional career, an established individual contributor or an employee who is contemplating a leadership career. Both individuals are encouraged to follow this curriculum to promote their current and future leadership potential.

Performance Dimension	Core	Elective	General Requirement
<u>Personal Effectiveness</u>	TRAINING -Center level course on introduction to leadership and leadership development in NASA* EXPERIENCE -Shadow an influence leader	TRAINING -Conferences or NASA broadcasts on leadership -Individual Wellness Plan** EXPERIENCE -Have a mentor or participate in a group mentoring session	-Individual Development Plan (IDP) -Minimum of forty hours development on a yearly basis that draws from across multiple performance dimension areas. Includes center, Agency courses, academic courses, rotation, assignments, etc. -New Employee Orientation when appropriate
<u>Discipline Competency</u>	TRAINING -Conferences in discipline area -Discipline course -Safety	TRAINING -Conferences/courses in discipline area per year EXPERIENCE -Educational outreach re: NASA	
<u>Business Acumen</u>	TRAINING -Current topics in NASA Strategy** EXPERIENCE -Member of a Source Evaluation Board, SEC or other evaluation activity -Participate in an intra-center working group	TRAINING -Project Management -Center level course in boundary spanning* -Budget, Human Resources or Procurement courses -Conferences or NASA broadcasts on business strategy EXPERIENCE -Rotation to organization outside of function on center -NASA Leadership Broadening for 9-12	
<u>Managing Information and Knowledge</u>	EXPERIENCE -Knowledge share on center and/or within function following training or conferences	TRAINING - NASA Leadership "Lessons Learned" Program**	

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Performance Dimension	Guidelines	Elective	General Requirement
<u>Working Internationally</u>	N/A	-Center level experience in working on an international project	
<u>Managing People and Organizations</u>	-Work on a task or project as a team member	TRAINING -Center level training on interpersonal style/teamwork, group communication* -Attend conferences or NASA broadcasts on managing others	
<u>Notes:</u>	*Could include: Assessing Leadership Potential** Cross Roads Developing Yourself **Under development	*Could include Crossing Department Lines *Could include Myers Briggs, DISC, etc. Power and Positive Influence **Under development	

To be developed:

1. Method for developing Wellness Plan
2. NASA Leadership Lessons Learned College
3. NASA Strategy Course
4. NASA Leadership Broadening for 9-12

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Influence Leader: The influence leader role is normally not “formally titled” with supervisory or management responsibilities. Individuals in this role span many GS levels up to and including STs, SLs, SES, etc. The influence leader’s role may have large impact on institutional or mission-related direction, resources or staff. Influence leader titles may include, but are not limited to: team lead, project lead, sub systems manager, project manager, mission manager, resource manager, etc. Individuals in this role may progress to more formal managerial positions. Since it is possible for an individual to remain in an influence leader role for much of their career, we have segmented development options into less than five years of experience and more than five years.

Less than five years of experience in Influence Leader role

Performance Dimension	Core within two years entering role	Core within five years of entering role	Electives	General Requirement
<u>Personal Effectiveness</u>	TRAINING -NASA leadership model self assessment and select courses from leadership model -Center level course on introduction to leadership potential leadership development at NASA* (if note taken)	TRAINING -Managing the Influence Process (if GS 13-14) -NASA Leadership 540 degree assessment -Individual Wellness Plan	TRAINING -Conferences or NASA broadcasts on leadership	-Current Individual Development Plan (IDP) -Have a mentor or participate in group mentoring program -Forty hours of development on a yearly basis drawing from multiple performance dimensions -New Employee Orientation when appropriate -Mandatory training
<u>Discipline Competency</u>	TRAINING -Conference/courses in discipline -Safety training	TRAINING -Conferences in discipline -Safety training	EXPERIENCE -Educational Outreach: speaking, etc.	

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Performance Dimension	Core within entering role	Core within five years of entering role	Electives	General Requirement
<u>Business Acumen</u>	TRAINING -Current topics in NASA Strategy** EXPERIENCE -Serve as a member of a Source Evaluation Board, Source Evaluation Committee or other evaluation activity -Participate in center level project or team -Participate in an inter-center team or project	EXPERIENCE -Lead a segment of a large Source Evaluation Board or Source Evaluation Committee or other evaluation activity -Six months of intra-center mobility assignment (within or cross function)	TRAINING - Attend conferences or NASA broadcasts on business strategy EXPERIENCE -Rotation to organization outside of function or center -Permanent Change of Station (PCS) -Participate in an Agency level team or project -Participate in an inter-Agency team or project	
<u>Managing Information and Knowledge</u>	EXPERIENCE -Knowledge share on center/within function after attendance at training or conferences	EXPERIENCE -Knowledge share on center/within function from training or conferences	TRAINING -Conferences or NASA broadcasts on managing others Attend NASA Leadership "Lesson Learned" Program**	
<u>Working Internationally</u>	N/A	EXPERIENCE -Readings on Agency international agreements	-Participate in an international project at center level	
<u>Managing People and Organizations</u>	EXPERIENCE -Read one to two articles or books a year on leadership	TRAINING -Center level training on interpersonal style/teamwork, group communication* EXPERIENCE -Read one to two articles or books a year on leadership	EXPERIENCE -Attend conferences or NASA broadcasts on managing others	

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<u>Notes:</u>	*Could include: Assessing Leadership Potential** Cross Roads Developing Yourself **Under development		*Could include Crossing Department Lines *Could include Myers Briggs, DISC, etc. Power and Positive Influence ** under development	
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To be developed:

- Method for developing Wellness Plan
- NASA Leadership Lessons Learned College
- NASA Strategy Course
- Leadership Broadening for 9-12

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Influence Leader: The influence leader role is normally not “formally titled” with supervisory or management responsibilities. Individuals in this role span many GS levels up to and including STs, SLs, SES, etc. The influence leader’s role may have large impact on institutional or mission-related direction, resources or staff. Influence leader titles may include, but are not limited to: team lead, project lead, sub systems manager, project manager, mission manager, resource manager, etc. Individuals in this role may progress to more formal managerial positions. Since it is possible for an individual to remain in an influence leader role for much of their career, we have segmented development options into less than five years of experience and more than five years.

More than five years of experience in Influence Leader role

Performance Dimension	Core within seven years	Core within ten years	Elective	General Requirement
<u>Personal Effectiveness</u>	TRAINING -NASA leadership model 540 degree assessment -Managing the Influence Process (MIP) -The Human Element or equivalent program EXPERIENCE -Have a mentor or participate in a mentoring group	TRAINING -Individual Wellness Plan** -NASA leadership model 540 repeat assessment EXPERIENCE -Be a mentor or lead mentoring groups for a lower level influence leader or individual contributor	TRAINING -Attend conferences or NASA broadcasts on leadership -External or other center level courses in leadership -External courses on leadership	-Current Individual Development Plan (IDP) -Forty hours of development on a yearly basis drawing from multiple performance dimensions -New Employee Orientation when appropriate -Mandatory training
<u>Discipline Competency</u>	TRAINING -Conferences/courses in discipline -Education Outreach -Safety training	TRAINING -Conference/course in discipline	TRAINING -Conference/course in discipline	

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Performance Dimension	Core within three years or promotion	Core within five years of promotion	Elective	General Requirement
<u>Business Acumen</u>	TRAINING -Attend center level communications/ presentation skills course -Attend Agency level course: current topics in NASA** EXPERIENCE -Lead a center level team or project -Lead a segment of a Source Evaluation Board an SEC or other evaluation activity	TRAINING -Business Education Program (BEP) -Center level Negotiations course -Business management courses in procurement, budget as required for role EXPERIENCE -Lead a Source Evaluation Board, SEC or other evaluation activity -Twelve months of mobility outside home center -Lead a inter-center team, working group or other activity	TRAINING -Attend conferences or NASA broadcasts on business strategy -Project Management -Strategic Business Management -Finance for non financial managers -Congressional Operations EXPERIENCE -Permanent Change of Station (PCS) -NASA Leadership Development Program -NASA Leadership Academy -Fellowships -Participate in an inter-Agency team	
<u>Managing Information and Knowledge</u>	EXPERIENCE -Knowledge share on center/within function following attendance at training or conferences	TRAINING -Attend NASA Leadership Lessons Learned* EXPERIENCE -Knowledge share on center/within function following attendance at training or conferences		
<u>Working Internationally</u>	N/A	EXPERIENCE -Readings on Agency international agreements, different cultures, etc.	EXPERIENCE -Participate in international projects	

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Performance Dimension	Core within three years or promotion	Core within five years of promotion	Elective	General Requirement
<u>Managing People and Organizations</u>	TRAINING - Read two to three books/articles on leadership and knowledge share on center in training course, etc. -Attend center level leadership course including team leadership, coaching, conflict management, feedback, recognizing differences, working across boundaries, team leadership, facilitation*	TRAINING -Attend advanced center level leadership course including team leadership, coaching, conflict management, feedback, recognizing differences, working across boundaries, team leadership, facilitation*	TRAINING -Attend conferences or NASA broadcasts on managing and leading others -External or center level courses on leading and managing change	
<u>Notes:</u>	*such as Power and Positive influence **under development	**under development:		

To be developed:

- Method for developing Wellness Plan
- NASA Leadership Lessons Learned College
- NASA Strategy Course

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First Line Supervisor: The first line supervisor has supervisory and performance appraisal authority for non-supervisory employees. Titles might include: Branch Chief, First Line Managers and Office Chiefs who lead a group or a project. Prior to becoming a first line supervisor, it is recommended that the individual have completed the required courses and experience appropriate for the previous role, either influence leader or individual contributor.

Performance Dimension	Core within three years or promotion	Core within five years of promotion	Elective	General Requirement
<u>Personal Effectiveness</u>	TRAINING -Management Education Program (MEP) (after one year) -NASA leadership model 540 degree assessment EXPERIENCE -Have a mentor or participate in small group mentoring (within one year)	TRAINING -Retake NASA leadership model 540 assessment and leadership impact instrumentation with follow up coaching sessions -Individual Wellness plan** -The Human Element or equivalent EXPERIENCE -Be a mentor or a group mentor (after two to five years) -Shadow a senior manager	TRAINING -Conferences or NASA broadcasts on leadership EXPERIENCE -Three to five sessions with coach	-Current Individual Development Plan (IDP) -Forty hours within first six months of supervisory training -Eighty hours within two years of supervisory training -Forty hours of ongoing development on a yearly basis drawing from multiple performance dimensions -New Employee Orientation -Mandatory training
<u>Discipline Competency</u>	TRAINING -Safety for supervisors EXPERIENCE -Educational Outreach	TRAINING -Conference/course in discipline -Safety training EXPERIENCE - Educational Outreach	TRAINING -Conference/course in discipline area	

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Performance Dimension	Core within three years of promotion	Core within five years of promotion	Elective	General Requirement
<u>Business Acumen</u>	TRAINING -NASA Financial Management including POP, full cost, federal budget process, resources** -Agency level program on current topics in NASA** -Center level program on presentation/communication skills	TRAINING -Business Education Program (BEP) -Finance for Non Financial Managers EXPERIENCE -Serve on or lead a center level or functional team -Lead a segment of a large Source Evaluation Board, Source Evaluation Course or other evaluation activity -Six months of intra-center mobility assignment (within or cross function)	TRAINING -Project Management -Strategic Business Management -Congressional Operations -External Leadership Programs (Brookings, USDA, Penn State, OPM) - Attend conferences or NASA broadcasts on business strategy EXPERIENCE -NASA Leadership Development Program -NASA Fellowship Programs -Participate in Management Association functions -Participate in an Agency level team -Participate in an inter-Agency team -Four to six month rotation to outside NASA, Headquarters or at other Center -Permanent Change of Station (PCS)	

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Performance Dimension	Core within three years of promotion	Core within five years of promotion	Elective	General Requirement
<u>Managing Information and Knowledge</u>	EXPERIENCE -Participate in quarterly supervisory forums at center	TRAINING -Attend Leadership Lessons Learned Program** EXPERIENCE -Participate in quarterly supervisory forums	TRAINING -Course in maximizing the use of information technology -Teach in center or Agency leadership programs	
<u>Working Internationally</u>	N/A	EXPERIENCE -Read about NASA international agreements and culture differences	EXPERIENCE -Work on an international project	
<u>Managing People and Organizations</u>	TRAINING -Center level program(s) on basic supervisory skills including human resources, communicating NASA policy, people management, basic interpersonal skills, building effective teams, basic conflict management EXPERIENCE -Read three to five books/articles on leadership and knowledge share on center in training course, etc.	TRAINING -Center level program(s) on team building, working across boundaries, roles, goals, development -Center level program on leading organizations and leading change -Attend conferences or NASA broadcasts on managing others EXPERIENCE -Read three to five books/articles on leadership and knowledge share on center in training course, etc.	TRAINING -Attend conferences or NASA broadcasts on managing others	
<u>Notes:</u>	**under development	** under development		

To be developed:

- Method for developing Wellness Plan
- NASA Leadership Lessons Learned College
- NASA Strategy Course
- NASA Financial Management including POP, full cost, federal budget process, resources

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Manager: Individuals in the manager role typically have accountability for managing other managers. This role requires all the competencies associated with first line supervisor and additional ones to include strategies and processes for leading at the organizational level. It is highly recommended that individuals in the manager role complete the requirements of the first line supervisor prior to holding a manager role.

Performance Dimension	Guidelines within three years of promotion	Guidelines within five years of promotion	Elective	General Requirement
<u>Personal Effectiveness</u>	TRAINING -Take the NASA leadership model 540 degree assessment -Management Education Program (MEP) (if not completed) -Develop a leadership impact plan with a coach EXPERIENCE -Have an executive coach -Have a mentor	TRAINING -Retake the NASA leadership model 540 assessment every 18-24 months -NASA Individual Wellness Plan** EXPERIENCE -Be a mentor for a lower level leader	TRAINING -Attend conferences or NASA broadcasts on leadership -External courses such as OPM, university or FEI	-Current Individual Development Plan (IDP) -Forty hours of development on a yearly basis leveraging multiple performance dimensions -New Employee Orientation when appropriate -Mandatory training
<u>Discipline Competency</u>	TRAINING -Safety for leading organizations EXPERIENCE -Education Outreach	EXPERIENCE -Education Outreach -Create a talent management strategy for the organization	EXPERIENCE -Intra government Personnel Act (IPA)	

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Performance Dimension	Guidelines within three	Guidelines within five	Elective	General Requirement
<u>Business Acumen</u>	<p>TRAINING</p> <ul style="list-style-type: none"> -Executive communication and presentation skills - Federal Budget Process Program -Business Education Program (BEP) <p>EXPERIENCE</p> <ul style="list-style-type: none"> -Lead a inter-center institutional or organizational change effort -Shadow a senior leader 	<p>TRAINING</p> <ul style="list-style-type: none"> -Congressional Operations -Business School Executive Development Program (short course) <p>EXPERIENCE</p> <ul style="list-style-type: none"> -Be shadowed by a lower level leader -Twelve month mobility assignment off center -Participate in an Agency wide institutional or organizational change effort 	<p>TRAINING</p> <ul style="list-style-type: none"> -Attend conferences or NASA broadcasts on business strategy -Attend conferences on Leadership, Strategy and Human Capital -External Leadership Programs (Brookings, USDA, Penn State, OPM) <p>EXPERIENCE</p> <ul style="list-style-type: none"> -Participate in an inter Agency team, working group or task force -Participate in Management Association functions -Permanent Change of Station (PCS) -SESCDP 	

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Performance Dimension	Guidelines within three years of promotion	Guidelines within five years of promotion	Elective	General Requirement
<u>Managing Information and Knowledge</u>	TRAINING -NASA Leadership Lessons Learned** EXPERIENCE -Participate in quarterly leadership forums or dialogue groups at center	EXPERIENCE -Read three to five books/articles on leadership and knowledge share on center in training course, etc. -Create and implement an IT and knowledge sharing strategy for your organization <ul style="list-style-type: none"> - Participate in quarterly leadership forums or dialogue groups at center - 		
<u>Working Internationally</u>	N/A	EXPERIENCE -Read NASA international agreements and information on national culture	EXPERIENCE -Participate in an international project	
<u>Managing People and Organizations</u>	TRAINING -Agency level "Leading Organizations Program"*** EXPERIENCE -Read three to five books/articles on leadership and knowledge share on center in training course, etc.	TRAINING -Attend external or business school executive education on leading organizations EXPERIENCE -Read three to five books/articles on leadership and knowledge share on center in training course, etc.	TRAINING -Attend conferences on Leading Organizations and Change EXPERIENCE -Attend conferences or NASA broadcasts on managing others	
<u>Notes:</u>	** under development	** under development		

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To be developed:

- Method for developing Wellness Plan
- NASA Leadership Lessons Learned College
- NASA Strategy Course
- NASA Financial Management including POP, full cost, federal budget process, resources
- Agency Level Leading Organizations

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Senior Leader: A Senior Leader is an individual who has attained SES or SL status within the Agency. Examples include Program Managers, Associate Directors, Deputy Directors, Directors of, Center Directors, and Associate Administrators. The Senior Leader role is responsible for envisioning, designing, and spearheading the implementation of all major priorities, including succession planning, culture change management, safety and mission assurance, and optimal use and development of NASA's greatest resource – its human capital. Those in Senior Leadership roles should draw from the experiences and training outlined for the other leadership roles in order to fill any competency gaps that may exist.

Performance Dimension	Guidelines within two years of promotion	Guidelines within five years of promotion	Elective	General Requirement
<u>Personal Effectiveness</u>	TRAINING -Take the NASA leadership model 540 degree assessment -Develop a leadership impact plan with a coach EXPERIENCE -Have an executive coach -Serve as a mentor inside your organization	TRAINING -Retake the NASA leadership model 540 assessment every 18-24 months -Meet with coach to reassess leadership impact (once every 18-24 months) -Individual Wellness Plan** EXPERIENCE -Be a mentor for a lower level leader outside your organization	TRAINING -Attend conferences or NASA broadcasts on leadership -External courses such as OPM, university executive education or FEI	-Current Individual Development Plan (IDP) -Have a mentor -Forty hours of development on a yearly basis: drawing from multiple performance dimensions -New Employee Orientation when appropriate -Mandatory training
<u>Discipline Competency</u>	TRAINING -Executive safety for leading organizations EXPERIENCE -Education Outreach:	EXPERIENCE -Education Outreach:	EXPERIENCE -Intra government Personnel Act (IPA)	

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Performance Dimension	Guidelines within two years of promotion	Guidelines within five years of promotion	Elective	General Requirement
<u>Business Acumen</u>	<p>TRAINING</p> <ul style="list-style-type: none"> -SES Leadership Program -Executive communication and presentation skills -Congressional Operations <p>EXPERIENCE</p> <ul style="list-style-type: none"> -Lead a inter-center institutional or Agency level organizational change effort 	<p>TRAINING</p> <ul style="list-style-type: none"> -OPM SES Briefing -Business School Executive Development Program (one to two weeks) <p>EXPERIENCE</p> <ul style="list-style-type: none"> -Be shadowed by a lower level leader -Twelve month mobility assignment off center -Lead an Agency wide institutional or organizational change effort 	<p>TRAINING</p> <ul style="list-style-type: none"> -Attend conferences or NASA broadcasts on business strategy -Attend conferences on Leadership, Strategy and Human Capital -External Leadership Programs (Brookings, USDA, Penn State, OPM) <p>EXPERIENCE</p> <ul style="list-style-type: none"> -Lead an inter Agency team, working group or task force -Participate in Management Association functions -Serve on a Board of a Management Association or Professional Organization -Permanent Change of Station (PCS) -External rotations with industry, academia or other agencies. 	

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Performance Dimension	Guidelines within two years of promotion	Guidelines within five years of promotion	Elective	General Requirement
<u>Managing Information and Knowledge</u>	TRAINING -NASA Leadership Lessons Learned** -Teach in Agency level leadership programs EXPERIENCE -Participate in quarterly leadership forums -Lead dialogue groups following broadcasts	TRAINING -Teach in Agency level leadership programs EXPERIENCE -Participate in quarterly leadership forums -Lead dialogue groups following broadcasts		
<u>Working Internationally</u>	-Participate in an international project	N/A	EXPERIENCE -Read about national culture.	
<u>Managing People and Organizations</u>	TRAINING -NASA Leading Organizations if not taken as manager EXPERIENCE -Read three to five books/articles on leadership and knowledge share on center in training course, etc.	TRAINING -Attend executive education on leading organizations EXPERIENCE -Read three to five books/articles on leadership and knowledge share on center in training course, etc.	TRAINING -Attend conferences on leading Organizations and Change -Attend conferences or NASA broadcasts on managing others	
Notes:	** under development	** under development		

To be developed:

- Method for developing Wellness Plan
- NASA Leadership Lessons Learned College
- NASA Strategy Course
- NASA Financial Management including POP, full cost, federal budget process, resources
- Agency Level Leading Organizations

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Definitions

Management Education Program (MEP): Agency level program for supervisors and manager level.

Managing the Influence Process (MIP): Agency level program for influence leaders.

Business Education Program (BEP): Agency level program focused on business acumen.

Source Evaluation Board (SEB): team that evaluates large requests for proposals.

SEC: Source Evaluation Committee

NASA “Leadership Lessons Learned”. Program to familiarize NASA leaders with lessons learned from other NASA program regarding leadership errors, mistakes and best practices and impact on excellence and mission success.

Discipline Area: Area of individual expertise including engineering, science, technical and administrative.

Mentoring: Informal or formal relationship between individual and peer or more senior manager out of chain of command that targets dialogue and discussion about career management, organizational culture, etc. Not meant to be focused specifically on near term performance.

Mandatory Training: Including safety, diversity, procurement security, e-gov, PMA, etc.

Group mentoring: Informal or formal relationship between an small group of individuals and one or more senior managers out of chain of command that targets group dialogue and discussion about career management, organizational culture, etc. Not meant to be focused specifically on near term performance.

Coaching/Executive Coaching: Formal one on one relationship between manager and individual trained to provide specific observations and feedback to increase performance based on observation on the job behavior, multi-rater feedback and other instrumentation. More focused on specific job performance than mentoring.

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Shadow: Observe a more senior leader in daily activities for a defined period of time.

Intra-center team or working group: composition from across one NASA center.

Inter-center team or working group: composition from more than one NASA center.

Agency level team or working group: composition from most NASA centers.

Community Outreach: Formal or informal involvement with the public to share NASA vision, mission, and contributions with focus on awareness of NASA, increase next generation of explorers, etc.

Individual Development Plan (IDP): Agency level framework and process to plan development activities between manager and employee.

Senior Executive Candidate Development Program (SESCDP): Program designed to prepare candidates for certification for the Senior Executive Corps. Competitive selection into program for GS 15s.

Leadership Development Program (LDP): Program designed to prepare individuals for more senior level roles in the Agency. Competitive selection into program. Includes mobility.

Mobility: Either geographic or intellectual. Geographic involve physical move from one location to another such as another center or headquarters. Intellectual involves assignment that broadens perspectives such as geographic move, functional move, rotation to industry, etc.

Instrumentation: Personality or style assessments designed to increase awareness of aspects of interpersonal style and impact on leader effectiveness.

NASA 540-Assessment: NASA's multi-rater feedback instrument based on the NASA leadership model. Web based and adapted for each level of leader.

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POP: Program Operation Plan

Quarterly Supervisory Forums: Center level forums for managers and employees to discuss leadership issues impacting the center.

Intra government personal act (IPA): Regulation allowing exchange of talent between government and Non governmental organizations.

Fellowship: Agency and center level programs designed to allow employees to attend university and other external development programs. Competitive selection process.

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Program Descriptions

Managing the Influence Process (MIP):

MIP is a 10 day extensive program for upper mid-level NASA influence leaders without direct personal management accountabilities. The objective of the course is to expand the understanding of one's personal effectiveness in terms of leadership style and practices and their impact on effectiveness as influence leaders. It also increases understanding of principles of influencing change through collaboration and teamwork. The course includes a 540 degree assessment instrument based on the NASA Leadership Model as well as other instrumentation such as the FIRO-B. The program also focuses on elements of business acumen including internal and external awareness such as the understanding of current NASA initiatives including PMA, Human Capital, organizational culture, One NASA and others emphasizing the role of the leader in instilling change, partnerships and alliances, etc. This view is fostered by a strong focus on experiential activities, learning from other participants and NASA senior leader presentations. The program also includes nutrition, stress management and wellness

Management Education Program (MEP):

MEP is a 10 day extensive program for upper mid-level NASA managers who have direct and formal authority for personnel management. The objective of the course is to expand the understanding of one's management practices and their impact on their effectiveness as leaders and on the work unit climate. It also increases understanding of effective organization and management processes, interpersonal problem solving, coaching as well as the principles of leading and managing change. The course promotes the understanding of NASA as a dynamic system of inter-related and inter-dependent parts that learn and grow together. It also focuses on current NASA initiatives including PMA, Human Capital, organizational culture and others emphasizing the role of the leader in instilling change. The program also emphasizes business acumen in terms of topics such as partnership, negotiation and current topics in finance and full cost. This view is fostered by a strong focus on experiential activities, learning from other participants and senior NASA officials. The program includes a 540 degree assessment based on the NASA Leadership Model as well as instrumentation designed to increase personal effectiveness such as the Birkman instrument. The program also includes nutrition, stress management and wellness.

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Business Education Program (BEP)

This program is a mini-MBA for NASA leaders at the senior leader and executive level. It examines current topics in business and their applicability to NASA's environment as well as how NASA and its leaders might adapt business practices from the private sector, from organizations that have recently privatized, or from other government agencies to meet NASA's needs. This course relies heavily on outside experts from industry and academia, on the latest business practices and how they apply to the NASA environment. Course highlights include partnerships and alliances, strategic planning, finance, full cost, OMB perspective, Congressional Operations, Global Leadership, current topics in government and others.

Finance for Non Financial Managers

This program is designed to provide an overview of financial management principles and practices and application to the NASA environment. It emphasizes theory and application of sound financial management practices and application to NASA full cost management.